

FULHAM & KENSINGTON  
HOSPITAL MANAGEMENT  
COMMITTEE

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FIRST REPORT

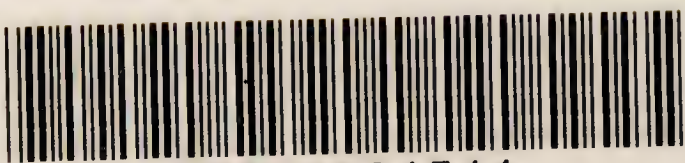
covering the period

from 5th July 1948 to 31st March 1949



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*FIRST REPORT OF THE*  
**FULHAM AND KENSINGTON HOSPITAL**  
**MANAGEMENT COMMITTEE**

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**FOREWORD**

**T**HE first report of the work of the hospitals etc. placed under the direction of the Fulham and Kensington Hospital Management Committee on 5th July 1948 has been prepared under much difficulty, due to extreme pressure of work.


I feel, however, that this report, although it falls far short of what was intended, and despite unavoidable delay in preparation, is nevertheless valuable as containing a historical sketch of the Group with an indication of some of the problems of its first period and of action initiated to deal with some of those problems.

Thanks are due to the principal officers of the hospitals and other centres in supplying the greater part of the material on which the report is based. Gratitude is also due for their assistance and advice on the many problems which have been encountered during the first year of our existence as a hospital Group.

This report deals with the position up to 31st March, 1949, and it is hoped that future reports will be issued on an annual basis.

W. J. CRABB, *Secretary.*





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## HOSPITALS, ETC., IN THE GROUP

Hospitals and other centres under the direction of the Hospital Management Committee are as follows:

1. **Fulham Hospital**, St. Dunstan's Road, Hammersmith, W.6.  
An acute general hospital for medical and surgical cases; mental observation unit; chronic sick wards; out-patient department. Number of staffed beds: 420.
2. **St. Mary Abbots Hospital**, Marloes Road, Kensington, W.8.  
An acute general hospital for medical and surgical cases; maternity unit; chronic sick wards; out-patient department. Number of staffed beds: 280.
3. **Group Pathological Laboratory**, St. Mary Abbots Hospital.
4. **Western Hospital**, Seagrave Road, Fulham, S.W.6.  
A hospital for infectious diseases of all kinds. Two wards for pulmonary tuberculosis. Number of staffed beds: 192.
5. **Metropolitan Ear, Nose and Throat Hospital**.  
(a) Out-patient department, 14-16 Granville Place, W.1.  
(b) Hospital (in-patients), 4-5 Collingham Gardens, S.W.5.  
An acute hospital for treatment of ear, nose and throat conditions. Special hearing aid department at Granville Place: a course of 6 months training in audiometry for students is provided. Number of staffed beds: 47, including some private beds.
6. **Fulham Maternity Hospital**, 5-7 Parsons Green, S.W.6.  
Number of staffed beds: 30.
7. **Kensington Institute of Rheumatic Diseases**, 15 Holland Park Gardens, W.14.  
Diagnostic and treatment centre for rheumatism and allied diseases.
8. **Fulham Chest Clinic**, 114 New King's Road, Fulham, S.W.6.  
For out-patient treatment of tuberculosis.

## THE MANAGEMENT COMMITTEE

Broadly speaking, the function of the Committee is to supervise the day-to-day management of the hospitals, etc., under its care and to weld them into one closely integrated system to meet all the ordinary needs of the people of the Fulham and Kensington area for a hospital and specialist service.



The responsibility for appointing the members of the Committee is that of the South West Metropolitan Regional Hospital Board. The following persons generously accepted the Board's initial invitation to serve:

Major General R. C. Reynolds, C.B., O.B.E., M.C. (Chairman)  
J. S. Anderson, Esq., M.A., M.D., D.P.H.  
R. Kelson Ford, Esq., M.D.  
Lady Latham  
Mrs. A. S. Mills  
Miss L. K. Plaw, S.R.N.  
Miss C. J. Sketchley, J.P.  
D. Webster, Esq., F.C.A.  
J. H. Carver, Esq., F.R.C.S.  
C. Lancaster, Esq., J.P.  
Col. G. Mallet, M.C., T.D.  
Lady Pepler  
R. H. Pott, Esq.  
Harry Smith, Esq., M.R.C.S., L.R.C.P., D.P.H.  
Thomas Duff Miller, Esq., M.D., F.R.F.P.S.

To facilitate its work the Committee appointed Sub-Committees to deal with Finance, Establishments and General Purposes. It also divided the Group into three sub-groups, each with a House Committee charged with the immediate oversight of the hospitals and clinics in the sub-group:

The Sub-groups are—

#### FULHAM SUB-GROUP.

Fulham Hospital; Fulham Maternity Hospital.

#### KENSINGTON SUB-GROUP.

St. Mary Abbots Hospital; Metropolitan Ear, Nose & Throat Hospital; Kensington Institute of Rheumatic Diseases; Group Pathological Laboratory.

#### WESTERN SUB-GROUP.

Western Hospital; Fulham Chest Clinic.

The House Committees meet monthly and between meeting members pay visits of inspection to the different units.

In addition to its Sub-Committees, the Management Committee has an advisory Committee on medical matters, the Group Medical Committee.

A new development towards the end of the period under review was the setting up of an elected Staff Representative Council at St. Mary Abbots Hospital: this Council has already made some useful suggestions on the improved running of the hospital and may be considered as a step towards a fuller system of Joint Consultation.



## ST. MARY ABBOTS HOSPITAL

### History

This hospital was founded in 1871 by the Kensington Board of Guardians. Previously, the sick poor of the area had been housed in a few wards of the Kensington Workhouse, the original main building of which, then known as "Stone Hall" now forms the administrative offices of the Committee. According to the old records, this building was erected in 1848. It retains many evidences of its original occupation; the clock over the entrance is said to have been that which formerly adorned Newgate Prison. The long pendulum hung through the two upper floors of the building.

The Infirmary proper was built in 1871 and was at first in charge of a Medical Officer, but in 1880 the first Medical Superintendent, Dr. Henry Potter, was appointed, the Infirmary at that time consisting of what is now the Nurses' Block of the Hospital.

A further extension of the hospital was built in 1893, and this comprised the main hospital administrative block and the group of ward blocks on the southern side of the hospital.

The present Nurses' Home was opened in 1929 by the conversion of one of the old Workhouse blocks.

In 1930 the hospital, in common with the other Board of Guardians hospitals, came under the care of the London County Council, and so remained until 4th July, 1948.

A pathological laboratory, to serve neighbouring hospitals as well as St. Mary Abbots Hospital, was added in 1932. In 1935 the original Institution became part of the hospital and its wards used for chronic sick patients. A year later the present operating theatre was opened.

During these years the hospital acquired a sound reputation for all types of general medical and surgical work. It was particularly well known for the thoracic surgery work carried out under the leadership of Mr. Tudor Edwards.

From 1940 onwards the hospital sustained extensive damage by air raids in the course of which "C" Block was made untenable and a ward block comprising three wards completely destroyed. Later, the main hospital kitchen was entirely destroyed, and for a short period the hospital had to be evacuated. It was later reopened when the old Institution kitchen was brought into use. In 1944 a flying bomb almost entirely wrecked the Nurses' Home as well as a large ward block; the hospital was again evacuated, but was later reoccupied in successive stages until the remaining wards of the acute hospital were fully in use. In the course of these raids, six nurses and 20 patients were killed.

### Work During the Year

The hospital serves a large area, chiefly comprising South Kensington and Westminster, and pressure on beds has been extremely heavy; admissions in 1948 totalled 3,304, compared with 3,007 the previous year.



The out-patient department is steadily increasing in scope and importance, and a psychiatric clinic was started during the year, and is proving of very great value. Accommodation is inadequate for the work being done, but the Management Committee have plans in hand for extending this in the very near future. There were 10,410 new cases seen in out-patients in 1948 and 60,301 attendances.

The hospital possesses a very active Physiotherapy Department and here too the work is increasing faster than the requisite accommodation can be provided: total treatment given increased by 18 p.c. during 1948.

### **Staff**

Mr. J. M. Milloy, F.R.C.S., has continued as Surgeon-Specialist (Superintendent) during the period under review, with, on the administrative side, Mr. J. Zardin who was appointed as Chief Lay Administrative Officer of the Kensington Sub-Group.

Nursing recruitment has been satisfactory and the examination results extremely good.

### **General**

Repairs to the original Nurses' home, which was very extensively damaged, were completed at the beginning of the year, and in July the home was reoccupied by the nurses, who had been temporarily accommodated at Western Hospital. Both the decorations and equipment are good, but accommodation is still short of requirements. The opening of a new hostel for the trained nurses of the Group in Cromwell Road will remedy this deficiency.

"C" Block providing 120 beds, has been completely reconditioned, but the reopening has been delayed owing to shortage of nursing staff accommodation; it is, however, hoped to reopen it in the early Spring of 1950.

Provision has been made for the commencement of work, in the fairly near future, on an up-to-date boiler house.

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## **FULHAM HOSPITAL**

### **History**

The site on which the Hospital stands is one of 16 acres, which allows ample scope for long-term planning and development. The present buildings were erected in 1886 by the Fulham Board of Guardians; a Nurses' Home was erected in 1905. A new Nurses' Home was added by the same authority in 1929, and extended by the London County Council in 1932. Before the war there was accommodation for 572 acute sick in the newer building, 144 chronic sick in the older infirmary building, a maternity unit of 14 beds, a nursery for 30 children, and a mental observation unit of 19 beds.

In 1937 plans were drawn up for the complete rebuilding of the hospital. The imminence of this work, work which would have been completed by now, naturally prevented any but the most minor work of improvement and the most essential work of maintenance from being carried out during the years prior to the War.



Fulham Hospital suffered severely during the War, a block of 108 beds and a large laundry being destroyed and a very considerable amount of structural damage being sustained by all parts of the hospital, and, in particular, by the boiler house. This damage coming upon buildings about to be demolished and rebuilt, has produced a position in which the hospital does its considerable work, steadily becoming more complex, under the very greatest difficulty.

### **Work During the Year**

Fulham Hospital serves a population of 122,000, and together with the Fulham Maternity Hospital, can give every medical, surgical and obstetric service which that population can require.

Admissions during the period numbered 5,002 and 72,618 attendances were made in the Out-Patients Department: as at St. Mary Abbots no adequate accommodation exists for a large-scale out-patients department and it has been necessary to take over a ground floor ward for this vital work until such time as proper provision can be made.

The modern methods of treatment and diagnosis now available have been of particular benefit to the older patients, especially to those in the "chronic sick" wards, and there have been some remarkable instances of successful rehabilitation among them. It is hoped to carry this particularly good piece of work further at a fairly early date.

Special attention has been given to improving the dietetic services of the hospital and to this end we have been fortunate enough to obtain the part-time services of Miss R. M. Simmonds, a leading dietician: lectures on dietetics are now included in the syllabus of student nurses.

### **Staff**

During the period under report Fulham Hospital was still under the able and enthusiastic direction of the late Dr. J. G. Leebody, whose sudden death last July, was a very grievous loss: working with him were Dr. R. J. Harrison and Mr. H. L. Cochrane as full-time consultant physician and surgeon respectively. A number of post-graduate trainees has been attached to the hospital under the demobilised officers' scheme — an arrangement of great mutual advantage — and a liaison with local general practitioners has been built up by means of monthly clinical meetings.

A gratifying improvement has been achieved in the recruitment of nursing staff and during the period 55 student nurses commenced duty, of whom only 9 have since left.

### **General**

A satisfactory start was made during the period on the considerable volume of deferred maintenance. At the same time more ambitious plans were being formulated for a new theatre and improvements in the out-patient, X-ray and catering facilities and these we hope will come to fruition as national resources permit.



## WESTERN HOSPITAL

### History

This hospital was opened in 1877 by the late Metropolitan Asylums Board and until 1885 was used solely for the admission of smallpox cases, but after that date was used for the treatment of other forms of infectious disease. Since 1927 special attention has been concentrated on the treatment of poliomyelitis, and in addition two wards have been set aside for tuberculosis cases.

In 1925 one of the upper wards was converted into 21 rooms with glass partitions, and in 1935 a new isolation block was built which contained 77 single-bedded rooms.

Before the war, the accommodation of the hospital was 517 beds, but owing to the difficulty of nursing recruitment this has been considerably reduced, and the actual accommodation now available and staffed is about 192 beds including 94 single-bedded rooms.

During the war the hospital became an emergency hospital for the reception of air raid casualties, but continued to function also for the admission of infectious cases. One of the wards was also converted into a first-aid post for casualties.

Considerable damage was caused to the hospital as a result of air attacks, one incident resulting in the demolition of one ward, and much damage to adjoining wards in other buildings; fortunately, however, there were no casualties. The hospital was closed from August to October 1944. As a result of war damage, two wards were permanently lost, and the sites they occupied have now been cleared with a view to their laying out as gardens until such time as rebuilding can be undertaken.

As already stated, the Western Hospital has been for many years the principal centre in London for the treatment of acute poliomyelitis (infantile paralysis) and it took a leading part in combatting the serious epidemic in 1947. Two films on this subject have been made in recent years, both of which were made largely at the Western Hospital.

### Work During the Year

For some time the nature of the work done by fever hospitals has been slowly changing. Diphtheria, thanks to immunisation, has ceased to be a major problem and scarlet fever, although the incidence has not declined proportionately, tends these days to be a less severe infection. Measles mortality fell as low as 1 p.c., thanks to the new methods of therapy now employed. On the other hand, the percentage of deaths from whooping cough remained comparatively high at about 5 p.c. A large number of cases of enteritis, mostly in infants, were treated—a complaint which means a long stay in hospital and constant nursing care—and it is satisfying to be able to report that the mortality rate has been brought down to the relatively very low rate of a little over 2 p.c.

More than 500 cases of “other diseases” were able to be dealt with, due to the decrease in pressure from the more common fevers and the improved facilities for isolation and investigation which are now available.



Two wards (58 beds) devoted to cases of pulmonary tuberculosis were fully occupied throughout the period.

Total admissions numbered 1,426.

### **Staff**

By arrangement with the Medical Schools of the West London and Westminster Hospitals, students now come into residence at the Western Hospital for a period of instruction in infectious diseases under the direction of the Physician Superintendent, Dr. W. Howlett Kelleher.

Student nurse recruitment has greatly improved, due largely to a carefully planned publicity scheme: losses among trained staff however, are increasingly difficult to make good, an effect of the low student-recruitment rate nationally in the previous years.

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## **METROPOLITAN EAR, NOSE & THROAT HOSPITAL**

### **History**

It is claimed that this hospital is the oldest ear, nose and throat hospital in the country, and possibly in the world.

The founder, James Yearsley, graduated at St. Andrew's University and afterwards came to London where he practised as an aural surgeon.

The hospital was first established in Sackville Street in 1838 as "an institution for healing diseases of the ear among the poor," and later moved first to Red Lion Square and later, in 1875, to Howland Street. In 1893 it was moved to Grafton Street, Tottenham Court Road, where the honorary surgical staff was strengthened, and the Earl of Crawford became an active Chairman. In 1911 the hospital was finally moved to Fitzroy Square.

In 1939 the number of out-patient attendances had reached about 20,000 a year, and in-patients about 800 a year, although the accommodation was only 22 beds. It was proposed to increase this number to 60, with a nurses' home, but the outbreak of war caused the cancellation of plans, and the premises were subsequently badly damaged during air raids.

As a consequence of war damage the hospital underwent many vicissitudes and functioned at first partly at Fitzroy Square and partly at Watford.

Eventually accommodation was found for the out-patients at the present premises in Granville Place, and later the premises at Collingham Gardens were acquired as an in-patient department, with accommodation for 46 beds and a nurses' home. This branch was opened in January 1948.

Special features of the hospital are :

1. *Speech Therapy Department.*

This was started in 1935, and has remained extremely active. The treatment of deaf children below school age has achieved great success and wide recognition.

2. *Audiometric and Hearing Aid Department.*

Hearing aid clinics were started before the war and the present audiometric department is one of the foremost in the country both for diagnosis and as a training school for audiometricians.



3. *Allergy Clinic.*

Much specialisation has been carried out with excellent results.

4. *Postgraduate Courses.*

Courses catering for specialists, general practitioners, and those specialising in the treatment of children's diseases, have been held for a number of years.

### **Work During the Period**

A total of 22,781 attendances were made at the general Ear, Nose and Throat Clinics at Granville Place: in addition 14,659 visits were made to the Audiometric and Hearing Aid Department and 3,511 attendances made at Speech Clinics.

The work of the Hearing-Aid Department quadrupled during the period under review and owing to the temporary lack of sufficient distribution centres we have been supplying patients from all over the country: only the "Medresco" Government hearing aid is dispensed at present and certain repairs are carried out in the Hospital workshop.

The cramped and unsuitable accommodation at Granville Place makes any further expansion of out-patient work virtually impossible.

### **Staff**

Part-time contracts were offered to and accepted by all consultants attending the hospital at the appointed day and on the administrative side, Miss B. Warshaw continued the secretarial work of the hospital under the new Management Committee.

### **General.**

One of the most important subsidiary activities of the hospital has been the training of audiometricians in the testing of hearing and the fitting of hearing aids: courses last 6 months, and former students of the "Metropolitan" are now employed all over the country.

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## **KENSINGTON INSTITUTE OF RHEUMATIC DISEASES**

### **History**

The Institute was founded in 1922 by the Kensington Division of the British Red Cross Society as "The Clinic for Rheumatism and Physical Treatment" and has since steadily grown in size and importance.

The primary aim of the Institute is to put into practical effect the constant advances being made in specialised research centres throughout the world and thus to reduce the wide and untold suffering which results from these very common complaints. The specialist knowledge of the Institute's medical staff, aided by the facilities of the clinical laboratory and an X-ray department, ensures a high standard of diagnosis while the organisation of treatment provides a more intimate and personal service than is normally to be found in the Physiotherapy Department of a hospital.

### **Work During the Year**

The number of patients attending for consultation and treatment increased



rapidly during the period: 30,199 attendances were made as opposed to 21,763 during the previous 12 months and 25,981 treatments given compared with 18,175.

It has been found necessary to provide a second consulting room and additional treatment rooms may soon be required.

Advantages accruing to the Institute from the introduction of the National Health Service are the provision of beds where required at St. Mary Abbots Hospital, the availability of specialist advice for non-rheumatic conditions, the provision of simple surgical appliances and the arrangements for convalescence.

### **Staff**

To cope with the increased work the physiotherapist staff has been increased to 7 full-time and 2 part-time under the direction of a superintendent physiotherapist. All grades have co-operated loyally and tirelessly in meeting the Institute's increased commitments.

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## **FULHAM MATERNITY HOSPITAL**

This hospital was built and equipped by the Fulham Borough Council, and was opened for occupation in October, 1937. It is, therefore, a new building of modern design, and is arranged in two three-storey blocks connected at each floor by wide corridors. The ante-natal and after-care clinics, which occupy accommodation on the ground floor, are administered by the London County Council, and these include dental and sun-ray units.

A part of the ground floor and the whole of the first floor is occupied by maternity beds and two labour wards, with a reception room. The upper floor provides quarters for nursing staff.

The hospital, which provides accommodation for thirty beds, was built to replace the original maternity home in Fulham Road, which proved inadequate for the requirements of the Borough.

It remained open throughout the War, with the exception of one month in 1944, and fortunately suffered no major damage.

The number of births during 1948 was 679, and the number of ante-natal examinations carried out by the staff was 1,328.

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## **GROUP PATHOLOGICAL LABORATORY**

The Group Pathological Laboratory has had a difficult period of consolidation and development in accordance with the policy of the outgoing authorities, who had agreed to improvements in staff, accommodation and equipment, in order to raise the laboratory to a high standard.

The work has been steadily growing in all branches, but there has been an abrupt rise in the Haematological Department and in the Histological Department.

This is in the main due to :

1. The undertaking of investigations for the local maternity and child welfare clinics where all expectant mothers are tested for their Rhesus factor. This is regarded as an important contribution to the maternal and infant mortality problem.



2. The Histological Department has grown apace because the post mortem and histological examinations for the group of hospitals are now undertaken by our own staff, whereas previously they were done through a central histological laboratory.

The work of the laboratory has been departmentalised so as to ensure smoother running, and has departments in Histology, Haematology and Biochemistry.

Laboratory working space has been given at varying times during the period to Professor Gomes of Bogota, working under the auspices of the British Council, to Dr. Landsman of Glasgow, and to Doctors Pick and Friedman of Czechoslovakia. Dr. Khaleque was seconded by the Pakistan Government for two years training in clinical pathology at this laboratory, under the auspices of the Post-Graduate Federation of the University of London.

The laboratory staff has been welded in this past year into a happy and efficient unit, anxious to play its part in the development of the Group as a whole.

#### GROUP PATHOLOGICAL LABORATORY

*Record of examinations completed during the period 5/7/48 to 30/6/49:*

St. Mary Abbots Hospital	9656
Western Hospital	11526
St. Stephen's Hospital	10909
St. Charles Hospital	4158
Fulham Hospital	5977
Heatherwood Hospital	151
Pinewood Sanatorium	210
Chelsea Institution	5696
St. George's Home	417
Fulham Maternity Hospital	636
Schools	192
St. Marylebone Institution	1284
Moray Lodge	89
Stamford House Remand Home	59
Private doctors	404
Royal Borough of Kensington	3050
Rescue Society for Friendless Poles	132
St. Luke's Hospital, Chelsea	13
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TOTAL	54,559
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## LAYING THE FOUNDATION

### THE GENERAL WORK OF THE COMMITTEE

#### FINANCE

Money has been, and is likely to continue to be, the limiting factor in the Committee's plans for improving its services to patients and bringing



its buildings and equipment up to modern standards. Looked on from the point of view of the national economy as a whole, this is inevitable and the Committee's constant aim is to ensure that every penny it receives is put to the best possible use: this has involved much invidious weighing of conflicting claims on limited resources and not a little irritation and disappointment among the progressive spirits in the hospitals.

## SUPPLIES

The purchase of the majority of the countless requirements of a modern hospital is now arranged on a group basis. The system is still in its formative stages and it is too early to pass judgment on it: it will certainly prove more economical than unit buying but its ultimate success will be determined by evolving a formula which reduces delays to a minimum and gives as much free choice as possible to individual hospitals, consistent with financial economy.

## CATERING

The Committee early appreciated the importance of first-rate catering to both patients and staff and it was with this in mind that they appointed a specialist officer to assume complete responsibility for catering throughout the group and under him catering officers at the largest individual hospitals. No marked change could be expected by the end of the period under review: plans were, however, in train for raising staffing standards, re-equipping kitchens, increasing the variety of meals served and improving the service to wards by providing the most modern type of electrically-heated food trolleys: these plans are now being implemented so far as resources permit.

## DOMESTIC ADMINISTRATION

To relieve matrons of the burden of domestic administration, which is extraneous to their true function of nurse training and organisation, the Committee decided to appoint a specialist officer at Group headquarters to organise this work: this post was not filled until after the end of the period under review.

## NURSES' HOSTEL

Five houses in Cromwell Road were acquired for this purpose by the London County Council and the work of conversion was proceeding on the appointed day. The Committee decided that when completed this should be a Group Hostel unconnected with any one of the constituent hospitals and be under the supervision of a lay warden: it was felt that such an arrangement might provide a welcome change for the trained nursing staff from the unavoidably institutional atmosphere of a hospital.

## WORKS AND EQUIPMENT

As mentioned earlier, the hospitals in the Group suffered heavy damage as a result of air attacks during the war and it is likely to be some years before any extensive rebuilding can take place. The clearance of unsightly



and depressing ruins was virtually completed during the period under review and the vacant spaces are being laid out as gardens until such time as rebuilding can begin.

Similarly substantial progress was made in overtaking the heavy arrears of maintenance and replacement due to the enforced neglect of the war years.

## NURSING RECRUITMENT

The Chairman, at an early stage, decided that it was of primary importance to seek the best possible advice on methods of nursing recruitment, a problem which has been one of great concern to hospital authorities over a period of years, and was the subject of an exhaustive report by a Working Party appointed by the Ministry of Health in January, 1946 to review the position of the nursing profession.

It was decided to set up a Nursing Recruitment Advisory Committee to advise on all aspects of the recruitment and retention of student nurses in the Group. This Committee, which was composed of persons having a special knowledge and interest in the careers of girls after leaving school, has considered all aspects of the problem during the past year, but has not yet reached final conclusions on many of the points under discussion.

The Committee, however, recommended as a possible source of recruitment, the institution of a cadet scheme which would provide paid employment for girls between the ages of 15½ and 18 years, and bridge the gap between leaving school and entering the nursing profession proper, enabling girls who have a genuine desire to enter the profession to be usefully occupied in the meantime.

This scheme has since received the approval of the Committee, and six girls will commence the course in 1949. The intention is that the cadets should work in a hospital of the Group for three days each week and attend selected courses of study at a Technical Institute for the remaining two days.

A further recommendation is that the eight-hour shift should be operated as soon as possible in all hospitals of the Group, but this is dependent on the recruitment position. It should, however, be possible to operate it at Western Hospital at an early date.

Other questions which have occupied the attention of the Committee are the merits or demerits of the Block System as opposed to the Study Day; the ratio of student nurses wastage in the Group, on which evidence is now being collected, and the question of student nurses being allowed to be non-resident.

Recruitment generally in the Group has been most gratifying. There is room for the belief that it is one of the best recruited hospital groups in the country, as to student nurses, Fulham Hospital in particular being outstanding, and the Western Hospital being, by contrast with other hospitals of its type, exceptionally well recruited.

This report deals with a period in which the main effort was necessarily one of review and consolidation: it is hoped that the next report will mark the commencement of the period of first progress.







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